



IILM
LODHI ROAD, NEW DELHI

Program and Student Handbook

PGDM 2025-27

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VISION, MISSION & VALUES

Vision: Nurturing responsible leaders committed to entrepreneurial mindset and sustainability

Mission

- To promote excellence with integrity among all stakeholders and establish ourselves as their most preferred choice.
- To aid in creation, development and sharing of knowledge through research & innovation
- To foster diversity, inclusion and social responsibility
- To facilitate an interdisciplinary approach to education harnessing technology
- To encourage sustainability practices for impactful leadership

Values

- Sustainability and Innovation
- Diversity and Inclusion
- Transparency and Openness
- Ethics and Integrity
- Collaboration and Experimentation
- Innovation and Entrepreneurship

PROGRAM EDUCATIONAL OUTCOMES & PROGRAM OUTCOMES

Program Educational Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Outcomes

PO1 - An understanding of organizations and management techniques to allow investigation into business and management issues.

PO2 - An ability to acquire, analyse and understand data and information for managerial decisions.

PO3 - Critical thinking and informed judgment leading to problem solving, decision-making and negotiating skills

PO4 - Cognitive flexibility which enables adaptability to uncertainty in a rapidly changing business environment

PO5 - An understanding of disruptive and technological change and the ability to seek innovative and entrepreneurial solutions.

PO6 - Emotional intelligence and people's skills in communicating, working in teams and with people.

PO7 - Being cognizant of the impact of individual and corporate actions on society, recognizing responsible and inclusive business practices and sensitivity to the social, economic and environmental responsibilities of business.

About IILM

IILM was established in 1993, under the aegis of the Ram Krishan & Sons Charitable Trust. With more than 30+ years of experience in training future entrepreneurs and managers, it has emerged as one of the distinguished Institutes in the Delhi NCR area providing management education of the highest quality. The Institute aims to become a centre of excellence in value-based management, training, research and consultancy.

IILM believes in the holistic development of the students and their participation in an education program which instils in them professionalism, ability to work hard, take decisions and develop higher level thinking. The Institute also exposes students to all aspects of the economy and to its various facets like environment, societal values, social responsibility and human value system. The approach is to look beyond immediate employment as managers and work towards shaping individuals to be responsible business leaders of tomorrow. Through skills of lifetime relevance, the Institute aims at developing students to their true potential.

Professionalism, critical thinking and good communication skills have become synonymous with IILM students. Holistic education cannot be complete without a healthy study environment and therefore the Institute offers exceptional infrastructure. State of the art modern facilities assist in conducting the various academic programs along with a high degree of interactivity both within and outside the campus. The campus is ideally situated with ample greenery and open spaces. Facilities such as outdoor activity courts, auditorium, cafeteria and parking spaces add to the convenience encouraging the focus on education and learning. Air-conditioned classrooms with sophisticated audio-visual systems helps create a conducive learning experience. Group activities, case discussions, role plays, flipped classrooms and conventional lecture formats are further enhanced through an effective use of artificial intelligence (AI) in facilitating the teaching learning process. The learning management system enables students to access all information pertaining to their course along with submission of assignments and other services. All these facilities contribute to the holistic development of our students.

The PGDM Program 2025-27

The PGDM program was launched in 1993 to meet the growing demand for management professionals and to prepare students for a challenging career through a rigorous curriculum. The program aims to develop students holistically, fostering intellectual, social, physical, and spiritual growth. The curriculum is designed to provide a comprehensive understanding of business concepts and practices, including accounting, finance, marketing, operations, strategy, and organizational behaviour.

In addition to traditional business skills, the program emphasizes the importance of developing "Life Skills" that are essential for success in any career and in life more broadly. These skills may include effective communication, leadership, problem-solving, critical thinking, teamwork, adaptability, and emotional intelligence. By focusing on both business knowledge and life skills, the program aims to prepare students not just for employment, but also for lifelong learning and personal growth.

Overall, the program seeks to provide students with a well-rounded education that equips them to navigate complex business environments and pursue meaningful careers while also contributing positively to society.

In accordance with the above, the PGDM Program is a well thought out mix of classroom study and experiential/practical training. The programs involve learning through classroom sessions, discussions and exercises, project assignments with organizations, and field-based course specific project work.

The Batch of 2025-27 undergoing the PGDM Program is governed by the information, rules and regulations contained in this Handbook. The institute reserves the right to amend/ modify/ alter these rules and regulations time to time without any advance notice.

Program Overview

Businesses need to be managed by competent professionals. The PGDM program provides the right knowledge, builds skills, and makes an effort to develop the right attitude in students, helping them develop the competencies needed to manage the complexities of businesses. This PGDM program focuses on the current market needs in the domains of Marketing, HR, Finance, Operations, and Technology.

Industry Demand: Entry Level positions and occupations: The entry level positions are at Executive level or Management Trainee level on a managerial cadre, depending on the organizational structure of various companies.

Target Industries: FMCG, BFSI, Consumer Durables, Hospitality, Travel and Tourism, IT and ITES, Real Estate, E-Commerce etc.

Expected Occupation at the Entry Level after completion of course: Sales and Marketing, HR Executive, Recruitment Consultant, Accounts Manager, Finance Executive, Customer Care Executive.

Areas of Research: Marketing, HR, Finance, Banking, Security Analysis, Operation

Name of the probable higher degree programs which student can enrol after program completion: FPM/PhD

Program Details

Introduction: The PGDM Curriculum 2025 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System. The curriculum takes the PGDM programme to the next level in terms of implementing.

Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

Definitions:

Outcome Based Education:

Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies: a) There must be a performer – the student (learner), not only the teacher b) There must be something performable (thus demonstrable or assessable) to perform c) The focus is on the performance, not the activity or task to be performed.

Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus, PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation).

Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the PGDM

program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values

Course Outcomes (Cos): A set of specific statements that describes the complex performance of a student should be capable of as a result of learning experience within a course.

Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

Credits: Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus. The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Dean/ Director / Head of the Department / Designated academic authority of the University.

Session: Each teaching-learning, evaluation session shall be of 75 minutes. However, Institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Dean shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

Course Registration: Each student, on admission shall be assigned to a Faculty Mentor who shall advise him/her about the academic programs and counsel on the choice of course considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Mentor, the student shall register for a set of course he/she plans to take up for the semester.

Calendar for Academic Year 2025-26

PGDM	Semester 1 (Batch 2025-27)	Semester 3 (Batch 2024-26)
Inauguration	01-02 July 2025	
Foundation Classes	03 July 2025 to 22 July 2025	
Orientation to the Semester	23-Jul-25	21-Jul-25
Duration of the Semester	24 July 2025 to 13 December 2025	21-July to 26-November 2025
Teaching Days (Excluding Exams)	98	91
Last Teaching Day	02-Dec-25	15-Nov-25
End term Exam Week	03-13 December 2025	17-26 November 2025
Declaration of Semester Results (on or before)	27-Jan-26	09-Jan-26
Supplementary Examinations	02-14 March 2026	18-29 August 2025 (Sem I and II)
Holidays/Breaks	7-Jul-25 Muharram (Monday) 9-Aug-25 Raksha Bandhan (Saturday) 15-Aug-25 Independence Day (Friday) 16-Aug-25 Janmashtami (Saturday) 27-Aug-25 Ganesh Chaturthi (Wednesday) 02-Oct-25 Gandhi Jayanti (Dussehra 2025) (Thursday) 20-25 October 2025: Diwali Break 5-Nov-25 Guru Nanak's Birthday (Wednesday)	

PGDM Batch 2024-26	Semester 2 (Batch 2025-27)	Semester 4 (Batch 2024-26)
Commencement of Classes	15-Dec-25	28-Nov-25
Duration of the Semester	15 December 2025 to 02 May 2026	28-Nov 2025 to 25-March 2026
Teaching Days (Excluding Exams)	94	91
Last Teaching Day	18-Apr-26	14-Mar-26
End term Exam	21 April 2026 to 02 May 2026	16-25 March 2026
Declaration of Semester Results (on or before)	13-Jun-26	30-Apr-26
Summer Internship	04-May to 15 July 2026	
Supplementary Examinations	17-28 August 2026	19-22 January 2026 (Sem III)
Holidays/Breaks	25-Dec to 01 January, 2026 Winter Break 26-Jan 2026 Republic Day (Monday) 04-March 2026 Holi (Wednesday) 20-March 2026 Eid al-Fitr (Friday) 26-March 2026 Ram Navami (Thursday) 31-March 2026 Mahavir Jayanti (Tuesday) 03 April 2026 Good Friday 14-April 2026 Ambedkar Jayanti (Tuesday)	

Course Structure

The PGDM Program commences with four Foundation Courses each of 1 credit (15 hours of classroom interaction). Foundation courses are aimed at ensuring that, irrespective of a candidate's undergraduate disciplines (engineering, commerce, humanities, etc.), she/he is equipped with the minimum required knowledge in business fundamentals before the core courses commence. The Foundation courses establish core concepts, build quantitative skills and provide foundation training in business language, report writing, and presentations. The idea behind Foundation Courses is to standardizes the starting point for all students, enabling better classroom interaction, group work, and case-based discussions. Students will have to compulsorily pass these papers.

There are 27 core courses in the PGDM Program spread over four semesters. A core course in the PGDM program is a mandatory subject that provides foundational knowledge and skills essential to understanding the various functions of business management. These courses form the backbone of the program, and every student has to mandatorily clear (pass) all these papers in order to qualify for the Diploma.

In Semester III and IV, students are required to choose electives from the following areas: Marketing and Sales, Finance and Accounting, General Management, OB and HR, and Operations and Technology. 14 credits allocated to electives in Sem III (7- 2 credit elective papers) and 8 credits in Sem IV (4- 2 credit elective papers). For a Major in an area, a student needs to complete 10 or more credits from a particular area. For Minor in an area, a student needs to complete 8 or more credits (but less than 10 credits). For Dual major, a student will have to complete at least 10 credits each, from two areas. Unlike core courses, there is no provision of repeat or supplementary examinations for elective courses.

Corporate Readiness Program spread across the first three semesters (CRP 1, 2 and 3) and Ethics and Corporate Governance in Semester IV, are Value Added Courses. Indian Knowledge System is a core paper in Semester IV and is to be completed through the Swayam portal (swayam.gov.in).

Academic Year 2025-26

Sl. No	Foundation Courses	Course Code	Cr.	Category	Sessions	Hours
F1	Basics of Accounting	F001	1	Foundation	12	15
F2	Business Communication	F002	1	Foundation	12	15
F3	Managerial Excel	F003	1	Foundation	12	15
F4	Managerial Mathematics	F004	1	Foundation	12	15
Total Credits			4			

Semester I						
Sl. No.	Course Name	Course Code	Cr.	Category	Sessions	Hours
1	Organizational Behaviour	PMC10001	2	Core	24	30
2	Organizational Dynamics	PMC10002	1	Core	12	15
3	Financial Reporting and Analysis	PMC10003	2	Core	24	30
4	Marketing Management 1	PMC10004	2	Core	24	30
5	Quantitative Methods 1	PMC10005	2	Core	24	30
6	Microeconomics	PMC10006	2	Core	24	30
7	Legal Aspects of Business	PMC10007	2	Core	24	30
8	Design Thinking and Innovation	PMC10010	2	Core	24	30
9	AI for Managers	PMC10009	2	Core	24	30
10	Operations Management 1	PMC10008	1	Core	12	15
11	Essentials of Business Analytics	PMC10011	1	Core	12	15
12	Corporate Readiness Program-1	PMSEC10001	2	Vac - 1	64	80
Total Credits			21			

Semester II						
Sl. No.	Course Name	Course Code	Cr.	Category	Sessions	Hours
1	Corporate Finance	PMC20011	2	Core	24	30
2	Human Resource Management	PMC20013	2	Core	24	30
3	Financial Market	PMC20020	1	Core	12	15
4	Organizational Design	PMC20021	1	Core	12	15
5	Operations Management 2	PMC20012	2	Core	24	30
6	Strategic Management	PMC20014	2	Core	24	30
7	Business Research Methods	PMC20015	2	Core	24	30
8	Marketing Management 2	PMC20016	2	Core	24	30
9	Macroeconomics	PMC20017	2	Core	24	30
10	Quantitative Methods 2	PMC20018	2	Core	24	30
11	Costing and Control System	PMC20019	1	Core	12	15
12	Corporate Readiness Program-2	PMSEC20002	2	Vac - 2	64	80
Total Credits			21			

Academic Year 2026-27

Semester III						
Sl. No.	Course Name	Course Code	Cr.	Category	Sessions	Hours
1	Elective 1	DE – 1	2	Elective	24	30
2	Elective 2	DE – 2	2	Elective	24	30
3	Elective 3	DE – 3	2	Elective	24	30
4	Elective 4	DE – 4	2	Elective	24	30
5	Elective 5	DE – 5	2	Elective	24	30
6	Elective 6	DE – 6	2	Elective	24	30
7	Elective 7	DE – 7	2	Elective	24	30
8	Data Analytics	PMC30020	2	Core	24	30
10	Sustainability and ESG	PMC30022	2	Core	12	15
11	Internship		4	Core		160
12	Corporate Readiness Program-3	PMSEC20003	2	Vac - 3	64	80
Total Credits			24			

Semester IV						
Sl. No.	Course Name	Course Code	Cr.	Category	Sessions	Hours
1	Elective 1	DE – 8	2	Elective	24	30
2	Elective 2	DE – 9	2	Elective	24	30
3	Elective 3	DE – 10	2	Elective	24	30
4	Elective 4	DE – 11	2	Elective	24	30
5	Indian Knowledge System (MOOC)	PMC30023	2	Core	24	30
6	Business Strategy-Capstone Simulation	PMC30024	2	Core	24	30
7	Ethics and Corporate Governance	PMSEC20004	2	Vac - 4	24	30
Total Credits			14			

Electives for Semester III and IV (PGDM 2024-26)¹

Marketing and Sales

Consumer Behaviour
Product and Brand Management
Sales and Distribution Management
Services Marketing
Advanced Market Research
Integrated Marketing Communications
Marketing Analytics
Retail Management
Digital Marketing
Sustainable Marketing
Luxury Marketing
International Marketing
Managing Customer Value
AI In Marketing (SWAYAM)
Customer Centricity (SWAYAM)

General Management

Innovation and Strategy
Law, Management, and Entrepreneurship
International Business Management
Family Business Management
International Business Strategy
Law, Technology, and Public Policy
Media and Communications Strategy
Strategy for Sustainability and Impact
Geopolitics for Business
New Venture Development

Finance and Accounting

FinTech, InsurTech & RegTech
Sustainable Finance
Investment Analysis & Portfolio Management
Debt Markets
Financial Derivatives
Financial Modelling
International Finance
Financial Analytics using R
Behavioural Finance
Mergers, Acquisitions & Corporate Restructuring
Startup Funding & Valuation
Business Ethics & Corporate Governance
Microfinance

OB and HR

Talent Acquisition
Performance & Reward Management
HR Analytics
Learning & Development
Artificial Intelligence & Human Resource
DEI (Diversity, Equity and Inclusion) & Wellness
Industrial Relations & Labor Laws
Organizational Development & Change
Future of Work
Indian Philosophy and Managerial Effectiveness
Leadership, Influence & Power
Organization Design: Creating a Competitive Advantage

Operations and Technology

Basics of Python
Basics of R & RCmdr
Advanced Statistics
Database Management Systems (DBMS)
Project Management
Operations Research
Supply Chain Management (SCM)
Services & Operations Management

Big Data
Machine Learning & Data Science (MLDS)
Social media & Cognitive Analytics
Data Visualization
Decision Support Systems
Gen AI for Business
Green Supply Chain
Supply Chain Analytics
Lean Six Sigma (KPMG)

¹ The final list of electives offered shall be decided based on student selection.

Assessments and Examinations

Students are expected to maintain the sanctity of the academic environment in general and of the Examination System in particular. Assessment plan for each course shall be mentioned in the course outline and shared with students in the beginning of the term.

Written/online assessments: Quizzes, Class tests, Mid-term and End-term

1. The quizzes shall be conducted in-class (unless the course/program is taught online) and the duration shall not exceed 30 minutes. In case the test is conducted using any learning management software, those who are not present in the class shall be marked absent even if they respond to such tests.
2. Assessments may take the form of tests and require students to solve problems, write short answers or may be based on a case study. The maximum duration for class tests is 30 min.
3. If a course requires a midterm examination, then it shall be conducted in-class (unless the course/program is taught online) and the duration shall not exceed 1 hour 15 minutes.
3. The end term assessment examination shall be conducted in-class (unless the course/program is taught online) and the duration shall be as follows:
 - a) 1-credit course: duration 1hour to 1 hour 30 minutes
 - b) 2- credit course: duration 1 hour 30 minutes to 2 hours
 - c) 3- credit course: duration 2 hours to 2 hours 30 minutes
4. The marks obtained in each component of assessment by every student shall be added for determining the final grade for the course.
5. The answer sheets of all quizzes and written examinations shall be shown to the students for feedback on their performance.
6. Requests for revaluation of marks in particular subject/subjects may be placed before the Controller of Examinations within one calendar week of publication of results. The request may be e-mailed to the Controller or a hard written letter mentioning the request for revaluation and signed by the candidate concerned may be submitted to the Controller of Examinations.

Any violation of the norms of assessments will be considered a serious offence and an act of misconduct. In such an event, the student will be liable for forfeiture of the

answer book and expulsion from the examination hall at once. Answer sheets/submissions of such students will not be graded for the purpose of evaluation.

End-term Examination Norms for Students

1. Students should report at the examination venue at least 15 minutes before the scheduled time.
2. Under no circumstances will a candidate be allowed to enter an examination hall once the examination has commenced.
3. Students are expected to equip themselves with pen, pencil, ruler, calculator and all other relevant material the concerned faculty has informed the class prior to the examination. Scientific/programmable calculators are not allowed in the examination hall. Sharing of resources is not permitted in the examination hall.
4. Except for open-book examinations, all bags, books and study material must be left outside the examination venue. Carrying of bags, laptops are not allowed in the examination venue. The Institute will not be held responsible for the loss or theft of any material from within or outside the examination venue. Students are, therefore, advised to refrain from carrying important books, papers, bags or other belongings to the examination venue to avoid the risk of losing them
5. On entering the examination venue, each student should collect the answer booklet from the invigilator. Answer booklets are not exchangeable.
6. Students are required to take their seats as per instructions. If a candidate faces any problem in locating her/his seat in the hall, the invigilator may be referred to for assistance.
7. Students must fill the particulars on the cover page of answer booklet before proceeding to attempt any question. The same is the case with every additional booklet used. A student's roll number is the registration number. If a student mentions her/his name or creates any identification mark on the answer-sheet, the answer sheet will not be evaluated. The student shall be awarded an F grade in such papers.
8. Students are prohibited to carry or retain with oneself anything in printed form or hand-written unless the examination explicitly allows the candidate to do so. A candidate's paper is liable to be cancelled if she/he is found to retain such matter in her/his body in the examination hall

9. For open book examinations text books will be allowed; however, sharing of text books or other printed resources are prohibited.
10. Mobile phones are not allowed in the examination hall.
11. Except for essential communication with the invigilator, a student is not permitted to communicate in any form with anyone else during the examination. Passing or receiving information in any form (like gestures) or peeping into the answer books of others during the examination constitutes misconduct and is strictly prohibited.
12. Any students found resorting to unfair means would lead to cancellation of the exam paper & would be awarded zero mark. Same applies in case a student is found to be misbehaving with the invigilator. Any student found looking here & there or peeping into others answer sheet would straight way lead to deduction of 10 marks & repeat of the same will lead to cancellation of paper.
13. Students must stop writing, as soon as the invigilator signals the end of the time allotted for the examination.
14. Students are not allowed to leave the examination venue during the examination, without the express permission of the invigilator.
15. It is the sole responsibility of the student to ensure that his answer book is promptly handed over to the invigilator on completion or at the end of the allotted time for the paper.
16. It is mandatory for all students to carry their Identity Card. Student will not be permitted to write the exam without the Identity Card.
17. Students are required to carry a copy of the case if the same has been shared with them earlier for the purpose of the examination. Such cases must not have any hand written notes or additional printed matter incorporated in the document. In case a student indulges in such activities, her/his paper shall be cancelled and the student shall be awarded an F grade.
18. A candidate is expected to write her/his name and roll number on the question paper as soon as she/he receives it. Nothing else is to be written on the question paper. Marking, writing or highlighting any content of the question paper is strictly prohibited.
19. If a student mentions her/his name or creates any identification mark on the answer-sheet, the answer sheet will not be evaluated. The student shall be awarded an F grade in such papers.

20. Students must use either blue or black ink pen to write their answers. Use of multiple color/highlighters are not allowed.
21. All rough works are to be carried out in the last page of the answer sheet and should be clear and legibly written for use by the concerned examiner.
22. No student candidate is allowed to carry the cell phone or wear a smart watch or any wearable device during the conduct of examinations. A candidate's paper is liable to be cancelled if she/he is found to retain any of these items in the examination hall.
23. Candidates are prohibited from talking or gesturing to fellow examinees during the conduct of the examination.
24. Candidates are allowed to submit their answer sheets and leave the examination hall only after half the time allotted for the examination has elapsed.
25. Candidates are allowed to leave the examination hall to use the rest room only once for examinations of duration above 90 minutes. For examinations of lower duration washroom breaks are not permissible. Leaving the examination hall in such cases is allowed only under exceptional circumstances, including sicknesses, under express approval of the invigilator.
26. Under no circumstances will wash room breaks exceed 4 minutes. The invigilator may debar a candidate from writing the paper in case the break is longer than 4 minutes and the candidate fails to provide an adequate justification for longer period of absence. All absences exceeding 4 minutes shall be reported to the Controller of Examinations.
27. On completion of the stipulated time for the examination, the student shall stop writing and wait for the invigilator to collect her/his answer sheet. Answer sheets must not be passed on to fellow candidates to be submitted with the invigilator.

Unfair Means

No candidate (examinee) shall use unfair means or indulge in disorderly conduct at or in connection with examinations (midterm, end term, quizzes which are considered as part of assessment/evaluation by the instructor while awarding grades in a subject).

Unfair means shall include the following:

1. During examination time having in possession or access to
 - Any paper, book, note or any other unauthorized material which has relevance to the syllabus of the examination paper concerned.
 - Mobile Phones or any electronic gadget (including wearable gadgets) other than calculator, even in switch off mode, which can potentially be used for communication or copying.
 - Anything written on any other instrument or any kind of furniture or any other substance which may have relevance to the syllabus of the examination paper concerned.
 - Anything written or signs made on the body of the candidate or his/her clothes/garments, handkerchief etc. which may have relevance to the syllabus of the examination paper concerned.
 - Anything written on the question paper which may have relevance to the syllabus of the examination paper concerned.
2. Giving or receiving assistance in answering the question papers to or from any other candidate/person in the examination hall or outside during the examination hours.
3. Talking to another candidate or any unauthorized person inside or outside the examination room during the examination hours without the permission of the invigilating staff.
4. Swallowing or attempting to swallow or destroying or attempting to destroy a note or paper or any other material.
5. Impersonating any candidate or getting impersonated by any person for taking the examination.

A candidate found using unfair means or involved in disorderly conduct or disturbing other candidates, at or in connection with an examination shall face immediate expulsion from the examination hall. The concerned paper for the candidate shall be cancelled and the case shall be referred to Unfair Means Committee. The Committee after consideration of the case as referred to it by instructor/invigilator can award punishment in addition to the punishment that may have been already awarded by the invigilator with one or more of the following

- Cancellation of the examination of the semester examination for which s/he was a candidate and/or debarring from examination for future semester(s).
- Any other punishment deemed suitable by the committee.

Furthermore, the following norms for punishment are laid down:

- (i). If the candidate is found talking to another candidate or to any unauthorized person inside or outside the examination hall during the examination hours without the permission of the invigilator his examination in that paper may be cancelled and F grade will be awarded in that paper with all the consequences to follow.
- (ii). If the candidate is found reading or possess some incriminating material relevant to the syllabus of the paper in verandah, urinal etc his/her examination in that particular paper or his whole trimester examination depending on the gravity of the offence shall be cancelled.
- (v). If the candidate is found giving or receiving assistance in answering the question papers to or from any other candidate/person in the examination hall or outside during the examination hours, his/her examination in that particular paper will be cancelled and F grade will be awarded in that paper with all the consequences to follow.
- (vi). If the behavior of the candidate on being caught is unsatisfactory or the candidate uses resistance/violence against the invigilator or any person on examination duty or consistently refuses to obey the instructions, the above punishments may be enhanced according to the gravity of the offence as deemed fit by the Academic Committee

Policies and Guidelines Related to the Relative Grading System

Introduction

The following policies and guidelines will be implemented for the PGDM programme. They will be effective from the batch of 2025-27.

Objectives: The grading system has been designed to achieve the following:

- Help a teaching faculty evaluate the progress of learning of each student.
- Prescribe and promote certain acceptable and uniform standard of comprehension of grades.
- Encourage a sense of achievement among the students.

Grading Scale and Computation of SGPA and CGPA

This section has been adopted from the document titled “Curriculum and Credit Framework for Postgraduate Programmes” issued by UGC in June 2024.

The grading system is an 8-point scale (excluding absent) as mentioned below.

Letter Grade	Grade Point
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O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (Above Average)	6
C (Average)	5
P (Pass)	4
F (Fail)	0
Ab (Absent)	0

UGC has recommended the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

The SGPA is the ratio of the sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \sum (C_i \times G_i) / \sum C_i$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course. Example for Computation of SGPA:

Semester	Course	Credit	Letter Grade	Grade point	(Credit x Grade)
1	Course 1	3	A	8	3 x 8 = 24
1	Course 2	4	B +	7	4 x 7 = 28
1	Course 3	3	B	6	3 x 6 = 18
1	Course 4	3	O	10	3 x 10 = 30
1	Course 5	3	C	5	3 x 5 = 15
1	Course 6	4	B	6	4 x 6 = 24
		20			139
SGPA					139/20=6.95

The Cumulative Grade Point Average (CGPA) is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a

programme, i.e. $CGPA = \sum(C_i \times S_i) / \sum C_i$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

Please note that the credits for summer internship and credits for the courses with no evaluation/assessment shall be excluded for computing CGPA.

Example for Computation of CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit 20	Credit 20	Credit 20	Credit 20
SGPA 6.9	SGPA 7.8	SGPA 5.6	SGPA 6.0
$CGPA = (20 \times 6.9 + 20 \times 7.8 + 20 \times 5.6 + 20 \times 6.0)/80 = 6.6$			

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Supplementary Examinations

For all core papers, students will have to score a minimum of 40% marks in the end term examinations and secure the minimum grade (of P). In case a student fails to qualify a core paper, she/he will have to appear in the supplementary examinations. In case of an elective, a student will have to select another elective in the next semester in order to fulfil the credit requirements.

Supplementary examinations for first, second and third semesters will be conducted on day/dates mentioned in the academic calendar. The need for a supplementary examination for 4th semester may be assessed by the Director/Dean and may be conducted before convocation.

The supplementary examinations will be conducted for those students who:

- 1) Had excess number of F's in the first year over and above the prescribed norms as mentioned under "Eligibility for promotion from first year to second year", and/or
- 2) were not permitted to appear in the regular examinations for various reasons.

All supplementary examinations will be of 100 marks. The raw marks obtained in the supplementary examination will be the lower of the highest marks obtained in the regular examination and 60%. For example, the highest marks in a regular

examination of a course were 56 (on 100), then the highest marks in the supplementary exam of this course will be capped at 56; if the highest marks in a regular exam were 80, then the highest marks in the supplementary exam of this course will be capped at 60.

Eligibility for Promotion from First Year to Second Year

A student must satisfy the following conditions at the end of the two terms of the first year to be eligible for promotion to second year:

1. A minimum CGPA of 4.0 (after the student has appeared in the supplementary examinations)
 2. A student must not have secured more than 2- Fs in the first year (after the student has appeared in the supplementary examinations).
 3. If a student exceeds the abovementioned limit at the end of Year I, then such a student shall not be allowed to attend further classes in the first year and shall leave the programme.
- a) In addition, she/he shall have completed the Summer Project successfully as per the “Guidelines for the Summer Project”.

Academic Misconduct and Possible Sanctions

All cases of academic misconduct by students will be referred to the Academic Committee. This includes the inappropriate behaviour by the student in the classroom and during assessments. The possible sanctions include

- Letter of Warning
- Cancellation of Assessment/Exam
- Suspension
- Expulsion

Appeal process: In case student is not convinced about the decision of the Academic Committee Decision they can appeal to the Dean/Director within 5 days. The appeal must comprise of a Letter of Appeal setting out in writing the grounds for and the nature of the appeal.

Attendance Policy

- **All students will have to ensure 75% attendance for all core papers.**
- In case of medical emergency of the student, or illness or other extreme events concerning an immediate family member (parent/sibling), the concerned student **may be** allowed additional 10% relaxation in attendance requirements. In case of such events the concerned will be asked to submit the desired documents.

PART B - Student Discipline and Code of Conduct

The Prelude

Excellence with Integrity

This document gives students at IILM guidelines for academic and personal conduct. Our students are expected to imbibe value-based conduct, emotional stability, maturity of thought, and spiritual sensitivity. We aim that the students will strive to achieve the objectives of the institute, abide by the rules, and conduct themselves in such a manner as to bring laurels for themselves as well as prestige to the Institute.

These rules/guidelines are effective for the 2025-2026 academic year, beginning July 2024. Amendments could be made in this document by IILM Management whenever necessary and shall be effective as of the date on which they are formally notified, or on the date specified in the change.

All students pursuing their studies at IILM will be bound by the policies, procedures, and academic regulations contained herein or issued by the competent authority from time to time.

IILM Honour Code

The Institute aims to create an environment in which students, faculty, staff and individuals affiliated with the Institute can freely exchange ideas and thoughts, build on their intellectual curiosity and celebrate diversity.

To create such an atmosphere, members of the community must respect each other and act responsibly.

The HONOUR CODE has been designed to give clear direction to the students in this regard. The Institute expects students to follow this code. While joining the institute, in the orientation programme, every student will take a pledge and commit himself/herself to follow the HONOUR CODE in its true spirit.

Pledge of Honour Code

As a IILM Student, I take the pledge that –

- I will strive to act with honesty and integrity.
- I will respect the rights and dignity of all people.
- I will care for others' safety and will avoid any kind of verbal and physical violence.
- I will provide truthful information to the Institute about my personal background.
- I will not fabricate or plagiarize any information concerning the curriculum.
- I will always act lawfully and not participate in any unlawful activity such as ragging, indulging in the consumption of intoxicating substances, etc.
- I will not seek, receive, or obtain an unfair advantage over other students.
- I will personally uphold and abide, in theory, and practice, the values, purpose, and rules of the IILM HONOUR CODE.
- I will report all violations of the HONOUR CODE committed by members of the student community, to the authorities.

Handling Honour Code Violation

Every student is expected to report a suspected violation of the Honour Code to the Discipline Committee. The Committee will then notify the individual charged that a case of Honour Code violation has been filed and that an investigation will follow.

At this point, the Committee will commence an investigation to determine the existence, nature, and extent of the alleged violation. The student charged will have an opportunity to present his/her evidence and case at a date and time determined by the committee. At the end of the investigation, the Committee will determine whether the charges should be dropped, or appropriate disciplinary action should be declared.

Discipline and Conduct Rules

a. General Discipline

1. Ragging, inside or outside the campus is strictly prohibited. Any student found ragging a fresher or having direct or indirect involvement in this unlawful activity will entail strict action against the guilty, which may also be immediate expulsion from the Institute and/or any other punishment deemed fit by the Discipline Committee. Please note that we abide by the Supreme Court's directives in this matter.
2. Students should exercise self-control in both their spoken words and body language when interacting with faculty, staff, and peers. Inappropriate language or impulsive behaviour is unacceptable.
3. Smoking, consuming alcohol and drugs, and chewing tobacco in any form or possession of these items inside the campus is prohibited. Non-compliance will invite severe penalties, which might include debarment from the placement or any other such disciplinary action or measure decided by the appropriate authority or committee formed for the purpose. This will include those students also who have consumed intoxicating substances outside the campus but are found to be in an inebriated condition inside the campus.
5. Mobile phones should be switched off during curricular as well as extra-curricular activities. Mobile phones are also not allowed inside library, and administrative offices. Using the mobile phone camera inside the classroom is prohibited. Students are not allowed to audio/video tape any lecture/talk delivered in the classroom. As per norms of normal decency, a photograph of any other person/student should be taken with his/her consent.
6. Students are expected to be punctual for all classroom lectures, functions, guest lectures, seminars, conferences and all other curricular and extracurricular activities. If a student is late, she/he will not be allowed entry/participation in the concerned event. It is the student's responsibility to reach the class on time.
7. Students are expected to display acceptable behaviour on the campus. Except for handshakes as a form of greeting, no other physical proximity between male and female

students is permitted.

b. Classroom Discipline

1. Students are expected to be present in all the scheduled classes as per the timetable shared with them. They should be seated in the class at least five minutes before the scheduled start time. No student should remain absent from any class without intimation and prior sanction from the concerned professor handling the class. Unauthorized absence from the class will invite a penalty, which will be determined by the faculty concerned.
2. Students are expected to be involved while in the class. Any distraction caused by the use of mobile phones, cross talk, or chat with fellow students will invite disciplinary action as determined by the faculty concerned.
3. Students are expected to be present in the classrooms for the lectures before the instructor. Late entrants will not be allowed to enter the classroom. Leaving the class in between a session to attend phone calls is prohibited except under prior approval from the instructor.
4. Other than the classroom contact hours based on course credits, students are expected to spend 2-3 hours for every session outside the classroom working on assignments and projects.
5. Assignments and projects should be the original work of the student. Copied assignments from the internet, seniors, or classmates will not be acceptable.
6. To avoid academic fraud and to maintain research ethics, IILM makes systematic use of appropriate software. Each student may be asked to submit an originality report with their assignments.
7. Students are expected to be punctual in all respects and they should try to submit their assignments before the last date of submission.
8. Fans, lights, and other electrical devices should be switched off after the session gets over.
9. Eatables and beverages are not allowed to be taken in the class.

c. General Code of Conduct

1. The very nature of management program requires students to work collaboratively in teams. Occasionally, students come up against a true struggle in the team environment, in the form of one non-performing student. The team leader has to bring such students to the notice of the concerned professor.
2. After classes, Room G02 will be made available to UG students for academic group activities while PG students will be allowed to use classrooms 301. This facility will be with the consent of Stage coordinators; when a request is shared with stage coordinators, these two rooms will be kept open until 6 p.m. for this purpose.
3. Any student(s) with a genuine need to use any other institutional facility after the scheduled closing time (for placement, academic, cultural and other activities) should compulsorily seek permission from the concerned faculty/placement in-charge.
4. The Institute attaches utmost importance to national festivals viz., Independence Day, Republic Day, Gandhi Jayanti. The Institute authorities and the Cultural Committee of students organize befitting programmes. Various cultural and academic activities are also organized for the benefit of students throughout the year. Students are expected to participate in these activities with due fervor and enthusiasm.
5. Students are allowed to celebrate birthdays in the cafeteria on the top floor. Such celebration must not be for more than half an hour, and should not disturb other users of the facility. Furthermore, such celebrations must not be organized during class hours. Students engaged in such parties will also have to ensure that they leave the place neat and tidy after the celebration is over.
7. Any kind of physical activity that may cause injury to the student whose birthday is being celebrated is strictly prohibited. This includes the common practice of giving bumps, etc. Any infringement of this rule will invite stringent disciplinary action. Due precaution should be taken to keep the noise low during birthday celebrations so as not to disturb anyone else present there.
8. Students should always carry their identity cards with them and show them to the authorities whenever asked for.

9. Instructions on attire: For boys/men the following items are not allowed:

For men: Casual wear, indecent attire, bathroom sleepers, kurtas, capris/shorts and torn/rugged jeans.

For women: Dresses and skirts above knee, off-shoulder/one-shoulder/backless/spaghetti sleeves, casual wear, indecent attire, bathroom sleepers, kurtas, capris/shorts and torn/rugged jeans.

10. It is the moral responsibility of every student to maintain the dignity, decency and decorum of the campus. Every student has the right to object to any and every kind of indecent or socially unacceptable activity or behaviour, and such objections should be accepted gracefully.

d. Attendance Rules

Every student is expected to attend all the classes and maintain 100% attendance to get the maximum benefit from their course of study.

1. To be eligible to appear in the end-term exam, first-year students must maintain a minimum of 75% physical attendance. The remaining 25% accounts for all types of leaves, including official engagements, personal exigencies, and medical emergencies.
2. Computation of attendance percentage and eligibility shall be on the basis of the actual number of classes conducted in respective courses.
3. In case of medical emergency (hospitalization) of the student on account of illness or other extreme events concerning an immediate family member (parent/sibling), the concerned student **may** be allowed additional 10% relaxation in attendance requirements if and only if the student informs all concerned about the reason for absence (prior to the period of absence) and on submission of appropriate evidence (upon rejoining classes).
4. Students are required to inform their course teachers of any absence and the reasons thereof. In case a student is incapable of doing so, it is expected that the student's parents will inform the Institute.

Violations and Associated Penalties

Sl. No.	Violations	Consequence of Defying
1	Damage to furniture & fixture	Two times of actual cost of damage
2	Writing on tables/doors/walls of classroom	Fine of Rs. 500 or actual cost whichever is higher
3	Theft	First offence: Current value of the item stolen plus fine of Rs. 5000 plus suspension from Program for one month. Parents will be intimated. Second offence: Expulsion from Program
4	Misbehavior with staff	As per recommendation of Disciplinary Committee, in addition to suspension from classes from the date the incident is reported.
5	Indulgence in ragging	As per recommendation of Disciplinary Committee, in addition to suspension from classes from the date the incident is reported.
6	Possession of tobacco and related products	Fine of Rs 5000.
7	Smoking/Vaping	First offence: Fine of Rs 5000- and 7-days suspension Second offence: Fine of Rs. 10000- and 15-days suspension, parents shall be intimated through face-to-face meeting. Third offence: Expulsion from program
8	Consumption of liquor including beer or any prohibited substances	Outright expulsion from Program
9	Bringing in visitors to the campus without the consent of the Stage coordinator /Dean/ Placement head.	Fine of Rs. 5000/-
10	Physical activity which may causes injury to the	As per recommendation of disciplinary committee. Penalty may include expulsion from the Institute.

	students while celebrating birthday	
11	Breaking of the IILM Honor Code	As per recommendation of Disciplinary Committee, in addition to suspension from classes from the date the incident is reported.
12	Brawl (physical altercation) inside the campus or its immediate vicinity.	Expulsion from the program.
13	Consuming food/beverages inside the classroom	First time offenders shall be fined Rs 500/-, repeat offences shall invite double monetary penalty.
14	Putting offensive content on social media aimed at the institute or any of its stakeholders.	Expulsion from the program.

Clubs and Committees

The purpose of co-curricular clubs in business schools is to complement academic learning by providing practical exposure, leadership opportunities, and peer-driven learning in specific areas of interest. These clubs enrich the program experience by bridging classroom theory with real-world application, enhancing both personal and professional development. It provides students the opportunity to:

- Make new friends and network with like-minded individuals
- Promote a cause
- Develop skills in leadership, teamwork, and administration
- Gain access to campus facilities and equipment
- Contribute to the IILM student community

Following is the list of clubs and societies active in the Institute

- Cultural Club
- Sports Club
- NGO Club
- Entrepreneurship Development Centre (EDC)
- Student Council of Placements (SCOP)
- Book Club
- The Marketing Club
- Finvest Club
- Debate Club
- Analytics Club
- Buddy bridge

Each of these clubs and committees have one or more faculty coordinator(s). Students volunteer to opt for membership of one or more club(s) depending on their area(s) of interest, and select office bearers for respective clubs. They are expected to propose a list of activities for a particular academic year and get it approved from the faculty coordinator. Student also need to coordinate among themselves in scheduling events/activities so as to ensure that there are no clashes in events being hosted.

Club activities may be organized only on scheduled slots. Cocurricular activities/events must not be scheduled by cancelling or rescheduling classes.

Important Contacts

Student Help Line Numbers

Sl. No.	Name	Mobile Nos.	Email ID
1	Dr Harivansh Chaturvedi-Director General	011-40934315	dg@iilm.edu
2	Dr. Bigyan P Verma- Director	8097045216	bigyan.verma@iilm.edu
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4	Dr. Sonia Khera-Dean Undergraduate Program	8178863265	sonia.khera@iilm.edu
5	Dr. Sanjiva S Dubey- Dean, Executive Education	9810506355	sanjiva.shankar@iilm.edu
6	Major Rohit Sharma- Registrar	8826088477	rohit.sharma@iilm.edu
7	Dr. Sanyukta Jolly Chairperson, Anti Ragging Committee	9999953196	sanyukta.jolly@iilm.edu
8	Dr. Sanyukta Jolly Head, Committee on POSH	9999953196	sanyukta.jolly@iilm.edu

Faculty Contact Details

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(Students are advised to use faculty email ids for the purpose of communication. Mobile numbers are to be used only in case of emergencies).

Academic Support

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1	Dr. Reshma-Librarian	8882315503	reshma@iilm.edu
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5	Mr. Shivam Katiyar - Admission Manager	8856097347	shivam.katiyar@iilm.edu